



COMMONWEALTH of VIRGINIA
Office of the Governor

Daniel G. LeBlanc
Senior Advisor for Workforce

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MEMORANDUM

TO: Comprehensive One Stop Center Partners

FROM: Daniel LeBlanc, Senior Advisor to the Governor for Workforce
Patrick Gottschalk, Secretary of Commerce and Trade
Thomas Morris, Secretary of Education
Marilyn Tavenner, Secretary of Health and Human Resources

SUBJECT: Human Resource Guidance for the Development and Implementation of Comprehensive One Stop Centers – Workforce Investment Act (WIA)

Background

The federal WIA (P.L. 105-220) enacted in August 1998 requires the establishment of at least one comprehensive One Stop Center in each workforce investment area in a State. §2.2-2670 of the Code of Virginia provides that the Governor's Cabinet Secretaries shall assist the Governor in complying with the provisions of the WIA and ensuring the coordination and effectiveness of the programs and providers comprising elements of the Virginia Workforce Network. Comprehensive One Stop Centers provide workforce services in an integrated seamless environment.

In March 2008, the State Workforce Memorandum of Understanding (MOU) was issued by Cabinet Secretaries, workforce and support state agency heads. This MOU specifies the responsibilities of state agencies and mandatory partner programs in implementing comprehensive One Stop Centers. Staff performance is one of the areas addressed in this MOU.

Purpose

To communicate the Commonwealth's policy direction regarding roles of the partners and the One Stop Operator as it relates to Human Resource (HR) matters and the expected performance of managers and staff employed at the Center by partner programs.

Policy

All One Stop Center partners must participate in planning for the management of the One Stop Center. The local MOU must clearly define the allowable and agreed upon roles of the One Stop Operator, partner program managers and Center staff. Partner staff must work collaboratively to

ensure effective and efficient operation of the One Stop Center and maximum customer satisfaction. The proper functioning of the partner program “management team” for the Center is crucial for optimum staff performance and effective delivery of workforce services to the citizens of the Commonwealth.

One Stop Center Manager and Staff Employee Work Profiles/Job Descriptions

Core responsibilities and measures should be reviewed for One-Stop Center managers and staff to address customer service expectations, membership on cross-functional teams, cross-training, efficient and effective Center operations and accommodation of unique service requirements for partner programs. Many agency Employee Work Profiles (EWPs) already include much of this information and may only need minor modifications. Partners may consider adding One-Stop Center objectives to EWPs to capture employee responsibilities related to the One Stop Center mission, vision, goals, shared values, and expectations related to teamwork, service integration and seamless service delivery. This information is more likely to be new to some managers and employees. See Appendix A for examples. Employee developmental plans may need to be modified to add cross-training as a learning goal and document other training and resource needs.

The Center management team should consider team members and other supervisors providing input to performance reviews for any One Stop Center staff, either for developmental or performance rating purposes. The State Department of Human Resources’ performance planning and evaluation policy permits supervisors to solicit performance feedback from employees’ peers, customers, subordinate staff, and others. When applicable, local government and other partner HR policies should be consulted in this regard. Some Commonwealth agencies have experimented with structured upward and/or multi-rater feedback processes for developmental purposes. One Stop Center management plans should include the opportunity for exploration of such processes. Further, One-Stop partner agencies that currently have customer satisfaction or similar survey processes in place should continue to use them as they choose.

Work Direction for Center Staff

Comprehensive One Stop Centers provide services in an integrated seamless environment. Some operational matters in an integrated service environment will be new to employees of the Center. Due to workload, coverage, or cross-training needs, work direction may at times come from a One-Stop Center Manager who is not an employee’s supervisor. This direction will be within the scope of the partner program’s grant requirements. Interagency coordination for such things as work schedules, breaks, and leave are necessary. It will be important for Center management plans to outline operating procedures in order to minimize confusion and conflict. Partner agencies must develop a reasonable management strategy for on-site work direction and guidance. Further, facility lease agreements and partner agencies must accommodate the need for some partner programs to operate during extended hours on regular work days, rest days and holidays. Customer needs drive the workforce business.

One Stop Center Staff Cross Training

Local One Stop Center staff must be cross trained on partner program content as well as center processes and operational issues. The current budget and economy constraints require creative approaches and strategies. For example, the Center could delay opening ½ hour one day of the week and devote that time to cross training. This strategy provides an effective way for all Center employees to hear about other programs, thereby strengthening their ability to provide integrated and seamless service.

For state program partners, there are additional HR and employee issues to consider (see list below) and local government and other partner programs will want to consult similar policies under their jurisdiction in this regard. All partner programs should consult their respective HR contacts for assistance in these matters. Additionally, technical assistance is available from Pamela Watson, State Department of Human Resources, Agency HR Management Consultant; (804) 786-4385 or Pam.Watson@dhrm.virginia.gov

Comprehensive One Stop Centers Additional HR Issues to be Considered by the Center Management Team

State Department of Human Resources Policies

(<http://www.dhrm.virginia.gov/hrpolicy/policy.html>)

- 1.20, Employee recognition programs (equitable application in the Center)
- 1.25, Hours of work (to include extended hours of operation when situations and circumstances dictate)
- 1.35, Emergency closings
- 1.40, Performance planning and evaluation (equitable application in the Center)
- 1.61, Telework
- 1.80, Workplace violence
- 1.90, Workforce planning
- 2.10, Hiring
- 2.30, Workplace harassment
- 3.05, Compensation
- 5.05, Employee training and development
- 5.10, Educational assistance
- Most leave policies

Center Management Practices

- Fair Labor Standards Act (FLSA) practices for exempt employees (and non-exempt if using schedule-adjusting)
- Lunch and other breaks
- Alternate work schedules, tele-working, schedule-adjusting
- Dress code
- Building access permissions
- Office and work space assignments

Office supplies
 ID badges
 Parking (if limited and waiting lists are required)

Other
 Non-state entities

Appendix A

Examples of Generic Language in Employee Work Profiles (EWPs) for Positions Working in One-Stop Centers.

Core Responsibilities		Measures for Core Responsibilities
	Administrative Support Position Office Services Support: Performs a variety of clerical/administrative tasks to support office maintenance and operation. Works in the Virginia Workforce Center resource room. Welcomes customers, provides assistance in self-service job search, assesses needs for additional services and directs to other Workforce Center partners as appropriate. Takes incoming telephone calls and directs calls as appropriate and gives general information.	Performs administrative and clerical tasks to support efficient operation of the office. Directs calls accurately and responds to customer and public needs in a professional and timely manner. Attends Virginia Workforce Center staff meetings as appropriate to stay informed about common functions of center staff and center activities.
	Counselor Manager Program Management – Develops and maintains co-operative relationships and/or agreements with service providers and vendors and encourages partner agencies to work with the Roadmap to Success framework. Represents DRS as part of the Virginia Workforce Center Management Team.	Initiates inter-community collaboration to efficiently use staff resources, reduce duplication of efforts and to network with other community agencies, organizations, and employers in order to enhance services and/or address service gaps and reinforce the tenets of Roadmap to Success. Assures completion of written cooperative agreements and services by established deadlines as appropriate in order to formalize programming and establish mutual objectives for serving persons with disabilities. Implements program plans and updates work plan based on office program plan and updates program plan yearly.

Suitable for Many Positions

23. One-Stop Objectives	24. Measures for One-Stop Objectives
Customer Service	Provides prompt, courteous, professional and consistently high quality services to Virginia Workforce Center customers. Responds promptly to all requests, providing accurate information on or before the established due date. Returns phone calls and responds to email within 8 working hours of receipt and uses phone voice mail message and the email out of office reply to alert people that you are unavailable and when you plan to return. Informs management of customer alerts within one work day and addresses issues emanating from alerts within 3 days.
Communication and Interpersonal Relations	<p>Administrative Support Positions Establishes effective working relationships and communicates effectively when dealing with supervisors, co-workers, consumers and the community. Models good work ethic and a “can do” attitude. Treats co-workers with respect and courtesy. Takes responsibility for communication and is a problem solver who contributes to resolution. Creates promotes and maintains a positive and productive work environment. Takes initiative to work through to resolution when office issues are identified as problems.</p> <p>Professional/Management Positions Establishes effective working relationships and communicates effectively when dealing with supervisors, co-workers, consumers, the community, and resident partners of the Virginia Workforce Center. Models good work ethic and a “can do” attitude. Treats co-workers with respect and courtesy. Takes responsibility for communication and is a problem solver who takes initiative to work through to resolution when office issues are identified as problems. Creates, promotes and maintains a positive and productive work environment. Attends Virginia Workforce Center staff meetings as appropriate to stay informed about common functions of center staff and center activities and to inform colleagues of DRS initiatives related to the Virginia Workforce Center.</p>
Planning/Analytical Skills/Decision Making	Uses effective planning strategies to efficiently and proactively carry out job duties. Decisions are based on appropriate data. Works independently and demonstrates creativity in decision making.
Adapting to Change	Stays up to date with the multiple changes taking place within the Workforce System Partners; including policy and procedural changes, staffing changes, technology changes and fluctuating resources. Incorporates changes with a positive outlook, fosters this positive response in others and seeks to incorporate change with little negative impact on customers. Looks for better ways of doing business in Workforce Centers and encourages others to do so.